Module Descriptions

Our nationally accredited curriculum helps managers in the public sector develop knowledge and practical experience in leading people, managing work processes and developing professional self-mastery. Nineteen modules cover the essential knowledge and skills for positive and progressive public leadership.

MODULE	PERFORMANCE OUTCOME
Self-Knowledge for Leaders	Sound leadership requires continuous personal development. This module introduces students to various leadership styles and helps students become aware of their own styles and behaviors and how they impact subordinates, peers and superiors. Students identify the values that drive their own actions and explore methods to improve personal effectiveness. Students engage in self-assessment and execute a personal plan to acquire or improve a desired leadership behavior.
Systems & Strategic Thinking	Understanding the relationship and complexity of organizational systems is prerequisite to crafting an effective work unit. This module introduces students to a framework and language that explains the complexity of organizational systems. Using this framework, students analyze a public organization's processes and practices in relationship to internal and external factors in the organization's environment. Students develop an ability to see the organization as a set of interdependent components and are introduced to various tools to navigate an often turbulent environment. Students illustrate an effective strategic planning process to account for these dynamics to bring about meaningful systemic change.
Personal Communication	Communicating to subordinates, peers and superiors is crucial to affecting healthy professional relationships and productivity. This module introduces students to effective listening behaviors, behavior-specific feedback, and negotiation. Students engage in interactive exercises and select a specific personal communication pattern to address.
Facilitation & Meeting Management	Meetings are essential to effective management. Therefore, maximizing meeting efficiency and productivity is a vital skill for managers to possess. In this module, students learn to select appropriate meeting structures, prepare meeting agendas, and identify and address common meeting behaviors. Students participate in a participatory decision-making process, exercise facilitation skills, and evaluate various aspects of a meeting.
Work Contracting	Effective delegation and work contracting ensures accountability and accomplishment of organizational functions. This module introduces students to the principles of contracting and delegating to manage time and task. Students participate in work contracting exercises and evaluate the process.
Managing Conflict	Understanding the dynamics of conflict and using resolution strategies enables managers to transform dysfunctional energy into positive outcomes. In this module, students learn to identify sources of conflict and employ techniques to manage it. Students participate in case studies, exercises, discussions and/or simulations to select appropriate strategies to resolve a conflict.
Performance & Motivation Systems	Managers in excellent organizations understand that supervision by controlling employees limits performance results. This module addresses theories and concepts of motivation, preparing students to analyze and design or select tools and methods that build commitment, increase productivity and achieve quality outcomes. Students learn the concepts of and differences between performance plans, performance management, corrective action, and discipline. Students discuss and analyze performance management policies, practices and tools found in various public agencies.

COURSE 1

	Performing Human Resource Functions	It is vital for managers to understand the major responsibilities linked with human resources management. In this module, students are introduced to imperative and recommended practices in recruiting, interviewing, selection, and staffing. Students engage in a job and position analysis, exercise effective interview techniques, identify key concepts and strategies in public sector classification and compensation systems, and gain familiarity with major employment laws affecting the workplace.
	Risk & Liability Management	Managers must identify potential risks and the sources of these risks to take action in avoiding adverse personal and organizational consequences. This module increases students' awareness of major risk factors in the public sector, including federal and state statutes. Students learn techniques for addressing risks, conduct a risk review in a public organization, analyze an organizational procedure to address a risk, and demonstrate a risk management process.
COURSE 2	**Group Dynamics & Team Development**	Managers who understand and correctly utilize teams are capable of superior business results. This module introduces students to elements of group dynamics, functions of teams, and stages of team development. Students experience the team chartering process and practice various team roles and responsibilities. Students learn to recognize and apply appropriate leadership styles to stages of team development. Students engage in structuring and facilitating meetings, managing task and process, facilitating collaborative decision-making, addressing emotions, managing conflict, and giving and receiving feedback.
	Managing & Valuing Diversity	To successfully manage diversity, managers must understand the dynamics of difference in organizations and lead people to acknowledge and capitalize on diversity in all aspects of work. This module will increase students' awareness of these dynamics, help them identify their own personal patterns of behavior and perception, and learn strategies and tools to maximize benefit and minimize difficulty around differences in the workplace. Students will participate in discussions and exercises.
	Data Gathering and Decision-Making	Wise managers gather appropriate data and exercise sound decision-making skills. This module familiarizes students with tools, techniques and instruments to use in complex decision-making and problem solving. Students will exercise workflow assessment tools and use a formal process to address a complex issue facing a public sector organization.
	Developing Human Capital	Effective managers recognize the relationship between professional development and performance results. In this module, students are introduced to learning styles and explore various methods of developing employees to increase performance. Students exercise assessment tools to determine appropriate development approaches, design an effective teaching/learning activity, and evaluate a development process to make improvements.
	Organizational Values & Ethics	This module will help students understand and identify personal, organizational, and societal frameworks that influence values-based decisions. Students will examine public codes of ethics and ethics decision-making models. Students will participate in discussions and exercises to explore public service ethics challenges and practice values-based decision models.
		Public managers are responsible for establishing an environment of exceptional service to stakeholders and citizens. This module presents students with

	Customer Relations	principles that create and maintain desired relationships with customers. Students exercise tools to identify customer needs and explain how to plan for continuous service evaluation and improvement.
	Public Budgeting & Finance	In this module, students will develop a general understanding of public finance terms, principles, processes, funding sources, and requirements. Students examine budget statements or reports from a public organization, drawing conclusions and interpreting impacts or potential impacts for them. Students conduct a simple cost-benefit analysis for a recommended decision.
	Presentation & Promotion	Managers must be able to effectively deliver informal and formal presentations that are clear, concise and capture attention. In this module, students will explore the principles of effective oral delivery and matters of public relations. Students will create an effective promotion plan for a public sector service or event and practice spontaneous and prepared business presentations.
COURSE 3	**Project Management**	Creating clear direction, efficiency, timely response, and quality outcomes are necessary competencies for project managers. This module introduces students to the processes and principles of project planning and management. Students create a project plan for a public sector project and exercise tools and techniques to establish roles and responsibilities, define activities, develop schedules, manage resources, track progress, and evaluate results.
	Organizational Change & Transition	In this capstone module, students apply comprehensive knowledge and skills by participating in a team-based process improvement project chartered by a public organization. Students employ problem-solving and data-gathering methods to help an organization identify viable change strategies. Students examine change and transition issues impacting organizational structures and culture. Students compile publishable documentation and conduct a formal presentation on project results.